

STATE OF IOWA AFFIRMATIVE ACTION/DIVERSITY PLAN AND REPORT

Diversity Plan's Relationship to Affirmative Action

Each department will submit by July 31st an Affirmative Action/Diversity Plan to DAS, who will receive it on behalf of the Diversity Council. This document is to report on your activities and accomplishments for FY 2008, and report on your intended activities for FY 2009.

For the purposes of this document, the term protected classes refers specifically to females, minorities, and persons with disabilities. Protected classes may be subject to numerical goal setting in employment. The term diversity includes the protected classes, but also includes broader differences, such as age, sexual orientation, and religion. These differences are not subject to numerical goal setting in employment, but may be protected by non-discrimination statutes and policies. Please refer to Executive Order Four and the State's EEO/AA Policy for more details.

Diversity Plan Content and Design

(The following AA/Diversity Plan and Report format is required; however additional material may be submitted or referenced.)

I. Hiring and Promotion Practices

You submitted a baseline of your current hiring and promotional practices to DAS in February 2008. DAS will be contacting you to address questions and seek clarification of your submission. You will not need to submit any additional information until these meetings take place over the next several weeks.

AGENCY ACTION: If you have made any changes to your hiring practices during FY 2008 since your February submission, please submit these changes as part of your FY 2008 AA/Diversity plan results. In addition, if you plan any changes in FY 2009 those may also be submitted.

II. Recruitment and Retention Plan

AGENCY ACTION: Please fill in the text boxes in the template to describe any activities or initiatives you took in FY 2008 to address recruitment issues in your agency and your plans for FY 2009.

Recruitment and Retention Plan Intent

Recruitment and Retention of a skilled, productive, and motivated workforce is critical to establishing and maintaining a culture of excellence. Department plans will reflect specific departmental skill and workforce makeup needs to reveal opportunities for attention and improvement. These plans are intended to document your efforts in creating a culture of excellence.

Recruitment Plan

The purpose of the department's recruitment plan will be to position state government at all levels for success in finding, acquiring, retaining and promoting quality talent.

The primary components of the recruitment portion of the template include:

- Organizational Strategies
- Analysis of Factors Affecting Recruitment
- Sourcing Activities and Tools
- Other Recruitment Management Methods
- Milestones and Time Tables

Organizational Strategy

Improving diversity will help us advance our long term strategic objectives and business goals in the following manner:

IPERS has a long term strategic objective to match people, skills, and positions with changing priorities and needs. Diversity will be a key component in meeting this objective as we continue to see the aging of the baby boomer generation and a more diverse labor force.

The overall organizational strategy for recruitment in my department for FY 2008 and changes for 2009 will include the following:

FY 2008 IPERS is a small agency with little turnover and only had one position filled during FY08. This position was filled by an internal promotion due to the highly technical nature of the position.

FY 2009 Overall, IPERS has a customized recruitment strategy depending on the position being filled. For example, we did extensive recruitment for a Chief Investment Officer vacancy in FY07. During FY09 we intend to fill several vacant positions as we begin to fully implement a new Benefits Administration System. We have conducted a culture audit of IPERS and created a transition management plan to guide us in the future staffing here at IPERS.

Describe how managerial staff is assigned or otherwise allocated to the recruitment function. Please list what levels of management are involved in the recruitment function:

FY 2008 The hiring supervisor and the Chief Operations Officer were involved in the one hiring that occurred during FY08.

FY 2009 As we prepare to fill positions in FY09 the hiring supervisor, their division administrator and the Chief Operations Officer will all be involved in the decision as to recruitment activities.

The name and contact information of a primary recruitment contact for usage by DAS is:

Leon Schwartz, Chief Operations Officer

Analysis of Factors Affecting Recruitment

Based on known or projected staffing needs for FY 2009, please provide an estimate of the number of vacancies you plan to fill in FY 2009. (Note: this is for general information only and not intended to replace the affirmative action analysis and goal setting for FY 2009):

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Of the total number of positions to be filled, the following job classes have been identified as difficult to fill based on previous experience:

None

Of the total number of positions to be filled, the following job classes have been identified as high turnover:

None

Of the difficult to fill and high turnover job classes, list recruitment barriers experienced by job class:

N/A

Of the difficult to fill and high turnover job classes, those which are typically underutilized for protected classes (females, minorities, or persons with disabilities) are:

N/A

List the barriers that have been identified in recruitment of the protected classes:

N/A

The following methods and activities are planned to deal with recruitment barriers in FY 2009:

IPERS has a customized recruitment strategy depending on the position being filled. We do not see specific barriers for the positions that we expect to fill in FY09.

Sourcing Activities and Tools

In FY 2008 we attended the following career fairs, networking events, and community events:

None

In FY 2009, we plan to attend the following career fairs, networking events, and community events:

None

Besides the DAS BrassRing applicant tracking system, we use (or plan to use in FY 2009) the following sourcing tools:

Tool	FY 2008	Budget Est.	FY 2009	Budget Est.
Internet Job Postings	N/A	N/A	Yes	\$500
Resume Search Products	N/A	N/A	No	N/A
Standard News Print	N/A	N/A	Yes	\$1,000
Specialty Trade Journals	N/A	N/A	Yes	\$500
Radio	N/A	N/A	No	N/A
TV	N/A	N/A	No	N/A
Open House	N/A	N/A	No	N/A
Search Firms	N/A	N/A	No	N/A
Temporary Staffing	N/A	N/A	No	N/A

Other (please list):

In the past we have also utilized contacts at the Iowa Civil Rights Commission and DAS-HRE to provide us specific contact information for local non-traditional print media and organizations.

Identify which of these sourcing tools; either individually or in combination, are most effective in your experience:

Specialty trade journals and websites provide an avenue to candidates with highly specialized skill sets such as retirement, investment, or technology skills.

Other Recruitment Management Methods

In FY 2008, we recruited passive candidates in the following manner (passive candidates are those not actively seeking employment):

N/A

Does your agency use interns? If so, please describe your process for recruiting, such as posting to your website or DAS, hiring as temporary, use of Americorps, etc.:

IPERS has a relationship with the nearest high school and we provide one slot each year for a student through their Multi-Occupations Cooperative education program.

Please indicate whether you utilize temporary employment services to provide potential candidates for permanent hire, and if so the process you follow:

IPERS occasionally uses temporary employment services to meet workload needs but does not fill positions through the process.

Describe how you handle, track, or otherwise process unsolicited resumes. Indicate if/how you share these within your agency or with other agencies:

Unsolicited resumes are routed to appropriate supervisors and stored centrally with our Human Resources Associate.

Milestones and Timetables

Summarize your FY 2008 recruitment milestones and identify opportunities for improvement:

Since we only had one position filled during FY08 and it was filled internally, IPERS did not perform recruitment during FY08.

For FY 2009, provide a timetable for those activities you plan to implement:

We intend to customize the recruitment effort for each position. The timetable will begin for each position when the determination is made to fill the position. We will then ensure an updated PDQ is completed and determine the recruitment requirements.

Retention Plan

The purpose of the department's retention plan is to retain and promote diverse and qualified talent.

The primary components of the retention portion of the template include:

- Analysis of Factors Affecting Retention in three areas – FY 2008
 - Turnover
 - Promotions
 - Employee Engagement
- Plans to Improve – FY 2009
- Self assessment

Analysis of Factors Affecting Retention – FY 2008

The following sections are intended to obtain your analysis of the following factors affecting your workforce.

Turnover

From a retention perspective, the following job classes present the greatest challenge:

IPERS traditionally has very little turnover. However, the Retirement Benefits Officer classification has the most merely because there are more incumbents than any other classification.

List the issues you have identified that contribute to the turnover in these classes:

Retirement is the primary cause of turnover.

Check the methods you use to identify turnover factors (check all that apply):

☐ Exit interviews

Describe how these are conducted:

Text Box

☐ Workforce surveys (employee engagement, satisfaction)

Describe how these are conducted:

Text Box

☐ Management team meetings/exercises

Describe how these are conducted:

Text Box

☐ Other methods (please describe):

Text Box

Promotions

Identify some of the most critical competencies you perceive to be most lacking in your organization. This may include any particular knowledge, ability, or skill, or personal trait:

IPERS has a long term strategic objective to match people, skills, and positions with changing priorities and needs. Particularly we are moving into an environment where we will need staff that can manage and embrace change.

Which of these same competencies are most likely to affect a decision in your organization to open a vacancy to the general public rather than as a promotional opportunity:

We are likely to open a vacancy to the general public if the position has not been filled by contract transfer and then if the ability to handle change is perceived to best come from the outside.

Identify barriers to promotional opportunities for internal employees, such as lack of education, infrequency of suitable vacancies, geographic location, etc. :

Since IPERS is a small agency and we have little turnover there are traditionally few vacancies. Also, over the past few years there has been a greater emphasis on credentialing of all staff to ensure a consistent professional level of service.

Indicate if and how these barriers differ for protected class employees (females, minorities, persons with disabilities):

The primary barrier is the lack of opportunities due to our small size, which is not dependant on the candidates or their protected status.

Employee Engagement

Describe any activities or methods (such as surveys or interviews) your department uses to measure the engagement of your employees with your organization:

IPERS has previously conducted staff satisfaction surveys from a customer perspective. More recently, we had a comprehensive culture audit performed to identify the current culture, desired culture and gaps, and recommendations.

Identify what topics you address:

- ☒ *Understanding of the organization's vision and mission*
- ☒ *Managerial approachability and style*
- ☒ *Job satisfaction*
- ☒ *Cultural inclusion*
- ☒ *Flow of and access to information*
- ☒ *Career progression awareness*
- ☒ *Work/life balance*
- ☐ *Other - Text Box*

Employees would rate the department's effectiveness in communicating the support, programs and promotional opportunities available to them as:

☒ *Good* ☐ *Needing Improvement* ☐ *Unknown*

Describe the employee communication methods used to make employees aware of the support, programs, and promotional opportunities available to them:

The primary formal method of employee communication is through our intranet, IPERSnet. The primary informal method is through information shared through supervisors.

Describe any changes you plan to make around employee engagement in FY 2009:

None

Plans to Improve – FY 2009

Check all programs you will implement in FY 2009 and describe how you see the program improving retention in your workforce for FY2009:

☒ *Orientation and On-boarding:*

Currently a benefits orientation session is held with new employees with the Human Resources Associate.

☒ *Training and educational opportunities to support business needs and employee competencies to enhance promotional potential:*

As part of our transition management plan each employee is being assessed to determine their skills, their position is being assessed to determine training needed and the gap becomes their training plan.

☒ *Workplace accessibility (visual, physical):*

IPERS annually develops a Capital Improvement and Maintenance Plan which helps us ensure that we provide a safe, secure, and pleasant work environment.

☒ *Mentoring:*

A Training Officer position was established in FY07 to provided consistent mentoring and training to staff in the Benefits Division.

☒ *Awards and Recognition:*

IPERS participated in the Golden Dome awards program. At each All Staff meeting the CEO shares staff kudos.

III. Diversity Training

AGENCY ACTION: Please provide information about diversity related training provided in FY 2008. This will be used to report FY 2008 training activities for the FY 2008 affirmative action plan year.

All management staff was provided copies of Executive Order 4 when it was released and it was posted on IPERS' intranet. Five IPERS staff attended diversity related training offered through DAS during FY08.

Provide information about diversity-related training planned for FY 2009 in the text box.

All management staff has or will participate in day long diversity training provided by DAS during FY09.

Note: Mandatory diversity training will be provided to both management and employees in FY 2009. However, include in your plan and report any other training you are planning or have done.

IV. Workforce Composition and Hiring Opportunities

AGENCY ACTION: The goal setting data to address underutilization of protected class members in underutilized job categories will be sent to you for action separately in late July as mentioned earlier in this document. This data won't be available until after the end of the fiscal year. Therefore you will not need to submit your hiring goals with this document.

We will continue to address numerical underutilization through the normal quantitative affirmative action process as you have done in the past:

- DAS will provide your agency with your department's workforce composition, average turnover, and underutilization by job class.
- Your agency will review this data and establish hiring goals for FY 2009.
- Hiring lists issued by DAS will continue to identify protected class members if the job class is underutilized. How this list is handled should be addressed in your hiring practices and procedures (Item I., above).
- DAS will calculate your year end FY 2008 protected class hiring progress.
- Your hiring progress in FY 2008 and hiring goals for FY 2009 will be incorporated into the AA/Diversity Plan Annual Report to the IGOV and Legislature, due by September 30, 2008.

You also receive periodic hiring opportunity reports that remind you of the vacancies that are currently in process for your department

As a general measure of diversity in state government, a current workforce composition report (April 17, 2008) comparing your department to the executive branch overall is provided. Please use this as needed.

V. Efforts of the Agency to Encourage and Celebrate Diversity

AGENCY ACTION: Please fill in the following text boxes for each question. This will constitute your plan for FY 2009 to encourage and celebrate diversity. Also report any FY 2008 activities.

Describe how the success of your diversity efforts advances your department's long-term strategic objectives and business goals.

IPERS has a long term strategic objective to match people, skills, and positions with changing priorities and needs. A successful diversity effort will ensure that IPERS has a wide variety of perspectives and viewpoints represented. Such diversity also is important as we provide service to our diverse membership with a diverse staff.

Describe how your managers and supervisors will be involved in diversity.

Management will be engaged as we fill positions here at IPERS. Each position is examined within the context of our strategic plan, culture audit recommendations, and transition management plan.

Executive Order 4 establishes the goal to be inclusive of employees with differences in age, race, creed, color, sex, sexual orientation, gender identity, national origin, religion, and disability. Describe the methods and activities you plan to initiate in FY 2009 to broaden inclusiveness for all these groups.

As positions are filled at IPERS we will continue to proactively implement Executive Order 4. Specifically, we will strive to use the tools and techniques provided in the management diversity training.